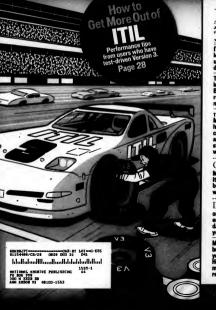


CUMPUTERWORL



Inside

JULY 21, 2008 VOL. 42, NO. 29 \$5/COPY

News Analysis IT managers could

learn a lot from the user focus of Web 2 0 developers, PAGE 12

The economic news keeps getting worse. But that has yet to result in a buyer's market for IT. PAGE 16

THE ARILL - Robert Madge describes how his once high-flying company crashed and how leadership strengths can also be weaknesses, PAGE 22

Opinion

Microsoft needs to get its mojo back - and buying Yahoo isn't the way to do it. PAGE 26

Don't Miss...

ON THE MARK: The real energy hog in your data center may be your UPS, PAGE 18

Managing the IT budget is a key part of our job these da ere are six fiscal mistakes to avoid. PAGE 32

Microsoft

beating back a cyclops. easy.



1. Fight.

But there's no shame in running. The Cyclops plans to kill you, tear you to pieces, and eat you. Survival is job-number one.





Give him an eve test.

Tell him he'll need a monocle, which you happen to have in the back room, then simply slip out the back.



4. Use the classics. A banana peel, strategically placed, is still hard to beat. Lure the Cyclops to his slippery doom, then run.



5. The flashlight gambit.

A bright light shined into his retina may blind him long enough to afford your escape, It might also just make him angrier, so be careful.



Maybe the Cyclops is sensitive about his frankly odd looks. Maybe

beating back security threats. easier.

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Forefront is business security software for client, server, and the network edge

III NEWS DIGEST

6 A network admin is accused of locking up San Francisco's municipal WAN. | A former DBA gets 57 months in prison for stealing data on 8.5 million consumers

8 SAP is moving all customers to its pricious support program. [Log-in distribution snafus leave many Business Objects users unable to access SAP's online support system.

10 Tennessee starts working to replace a data center built on a landfull, downstream from a dam that's on a federal watch list.

MFWS ANALYSIS



Lot From Web 2.0 Coders. Corporate developers should take a cue from their Web 2.0 counterparts and narrow with users in software

development efforts.

16 Vendors to IT: No Economic
Stimulus Packages for You.
The U.S. economy may be sagging.
but If managers aren't seeing buyer's market for technology.

■ OPINION

4 Editor's Note: Don Tennant visits the Microsoft Worldwide Partner Conference and learns about users' hopes for clarify on the vendor's approach to SaaS. But what he hears from the company just muddless from the company just muddless.

26 Scot Finnie ponders whether buying Yahoo would bring Microsoft into parity with Google – or is the software giant trying to bite off more than it can chew, a few years too late?

38 Bart Perkins says "ducks" exist at all levels of IT – even management – and it's critical to identify and replace them before they do irreparable damage to your organization.

44 Frankly Speaking: Frank Hayes reflects on how one rogue net admin can destroy the trust and respect for an entire IT team.



■ FEATURES

28 How to Get More Out of ITIL With Version 3

COVER STORY: It's been just over a year since the introduction of Version 3 of the IT Infrastructure Library. Users who have been around the track share some



32 Six Stupid IT Budget Tricks

can cost you money, time and credibility. Here's how to avoid them.

34 Meet Tomorrow's Mobile Phones Ma Bell's head would be

spinning! We look at some concept phones like the Morph (right) and check out the technologies behind them.

COVER: ILLUSTRATION BY MARK MATCHO

E DEPARTMENTS

18 On the Mark: Mark Hall learns that the real energy hog lurking in your data center may be your uninterruptible power supply.



talks about his high-flying days as a Token Ring star, his company's collapse and how management strengths can sometimes become weaknesses.

36 Security Manager's Journal: For Once, Some Incortestable ROI. Return on investment can be elusive in information security. But a disaster averted is a blessing in disguise.

41 Career Watch: The IT employment outlook; advice on communicaling with your boss.

43 Shark Tank: There are many ways to get the news that you've been fired, but from your alreadyfired boss?

M ALSO IN THIS ISSUE Doline Chatter

Chatter 5 ny Index 43



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Don Tennant

Raining Mud

'LL ADMIT that when I walked into the George R.
Brown Convention Center in Houston a couple of weeks
ago on the opening day of the Microsoft Worldwide
Partner Conference, I did so with a preconception. I was
fairly certain that the topic of utmost concern to those

partners — resellers, systems integrators, independent software vendors and the like — would be the Windows Vista embarrassment. I was wrong.

ment. I was wrong.

That's not osay Microsoft still doesn't have plenty of hearts and minds to win over for Vista, even among its closest allies.

"Personally, I can't stand it," said Aaron Nettles, president and CEO of Vorsite, a Microsoft Gold Certified Partner in Seattle. "It just seems more unstable to me, and I can't stand not being productive."

being productive."
Sonic Solutions, a Novato, Calif, vendor best
known for its Roxio digital
media software line, received Microsoft's 2008
Partner of the Year award,
and Michael Demeyer, the
company's vice president
of CEM products, sas on
a panel that discussed the
Vista certification process.
Imagine the red faces in
the room when Demeyer
mentioned how he obtained his copy of Vista.

"Our internal IT department still doesn't support Vista. I had to go to CDW with my Amex card," Demeyer said. "They haven't gone [to Vista] yet, just like many IT departments." Still, I spoke with just

as many partners who couldn't praise Vista highly enough.

Rob Oud, CEO of CAD & Co., a Microsoft Gold Certified Partner in Amsterdam, said his company has rolled out Vista, and he's especially impressed with Mobility Center and Vista's search canabilities.

"You know when you like it most?" Oud asked rhetorically. "When you go back on an old computer."

Oud, like most of the partners I spoke with, said it wasn't Vista at all that he was most concerned about. What's really on his mind is software as a service.

There was no question about it. It didn't take me long to realize that SaaS, not Vista, was causing most of the angst in Micro-

■ Oddly, almost eerily, no one from Microsoft ever used the term 'software as a service' in any public forum. soft's partner community. Oud expressed frus-

tration that Microsoft hadn't done anything of substance with SaaS. He said people are "scared to death" to implement new systems because of the cost and complexity. SaaS, he said, would advance innovation and the uptake of new technologies.

Stephen Roux, president of Innovative Computer Systems, a Microsoft Gold Certified Partner in Farmington, Conn., said SaaS is easily his biggest concern. "It's something that [Microsoft] has tiptoed around for a long time," he said. "We need a little clarity, a

That "clarity" came in quintessentially Microsoft fashion, muddying the

As it turned out, Microsoft used the conference as a forum to respond to the nagging SaaS question. But oddly, almost serily, no one from Microsoft ever used the term "software as a service" or the SaaS acronym in any public forum where I was present. Instead, the incessant drumbeat was on the



slightly offset term, "Software + Services," coined by Microsoft.

I asked Allison Watson, Microsoft's corporate vice president in charge of the worldwide partner group, whether it was intentional to avoid the term "software as a service."

ware as a service."
"Yeah, very intentional,"
"Yeah, very intentional,"
Waston responded. She
said Microsoft nees the
concept of SaaS as "way
too limiting." The Software? Services model, she
explained, is a blending
of SaaS — where the software resides in the cloud
— and the provisioning
of software on rich-client
edvices, so customers have
a choice of delivery.
That's fine. The problem

I hat's nne. I he probem is that Microsoft's strategy is to trivialize SaaS and replace it with its own concoction, which will do nothing but confuse the is-sue. Watson even claimed with a straight face that SaaS was the rage two years ago and that now even Microsoft's competitors are talking about "Software - Services." That's sheer nonsense.

Microsoft needs to be OK with being under the cloud with the rest of us, rather than demanding to reign above it. Otherwise, it's just going to rain more mud. *

Den Tennant is editorial director of Computerworld and InfoWorld. Contact him at don_tennant@computerworld.com, and visit his blog a http://blogs.computerworld.com/renant/

BESDOWSES TO-

Should 'Snam King' Soloway Pay the Price for Worse?

July 11, 2008

The punishment does fit the crime. Spam is theft - spammers take up snace on my servers, they take un bandwidth on my Internet pipes. and they make me buy more hardware to filter their junk out

We need to make an example of a few spammers.

■ Submitted by: Dan

His lawyer is correct: he should get only five years - for each e-mail. ■ Submitted by: Trollicus

I work as a systems administrator for a small firm, and spam is one of the worst problems we have. On an average day, we receive 15,000 junk e-mails. What a waste of time and money trying to filter out the bad e-mails from the good.

The cost of his crimes is probably hundreds of times more than what he swindled, when you consider

missed orders that were caught in spam filters, and the cost of antispam hardware and software. ■ Submitted by: Anonymous

RESPONSE TO-Microsoft Warns lisers of Coming Update to Windows Update

July 7 2008 About the only Windows automatic update that I ever want to be a part of again is the one that will update Vista to not-Vista. Any news on

when that one is coming? I used to be a big defender of Microsoft Now I met pet that sick nasty feeling in my stomach every time I see one of my machines boot.

And every time I see a new Microsoft undate installed and I have no idea what it really is. I am filled with dispust, a little bit of rage and a lot of hopelessness

■ Submitted by: Thomas White JOIN THE CHATTER! You, too, can comment directly on our stories. at computerworld.com

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III EDITORIAL

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11 Cool New Apps for e iPhone

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Oninion: Microsoft Hyper-V RTM Edition Outperforms Its Predecessors

in one test, the version of the that Microsoft released to ma

Ultrathin Laptop Showdown: Three Popular Models Go Head-to-Head Which is really the b



News Digest COMPUTATIONAL COMP

THE WEEK AHEAD

MONDAY: Apple plans to report its G3 results. Also due to issue earnings reports are Yalson and Yalware no Tuesday, and the latter's parent company, EMC, on Wednesday, MONDAY: The O'Reilly Open Source Convention opens in Pertiand, Ore. An Ulburstu Limzu user conference was supposed to be collocated with Decom, but it has been canceled. TUESDAY: A naid age of testimony is scheduled in Seattle in

NETWORK MANAGEMENT

San Francisco IT Admin Locks Up City Network



NETWORK administrator late last week pleaded innocent to charges that he locked up a key city of San Francisco computer network and refused to disclose the passwords he set.

San Francisco District Attorney Kamala Harris' office charged that Terry Childs, 43, reset passwords to the switches and routers in the city's fiber WAN, rendering it inaccessible to administrators. He also "set up devices to gain unauthorized access

to the system," it added. Childs, a network administrator with the city's Department of Telecommunication Information Services (DTIS), was arrested July 13 and arraigned last Thursday in San Francisco Superior Court. He was ordered held on a \$5 million bond until a hearing slated by Judge Paul Alvarado for July 23. Childs faces seven years in prison. Late last week, the city

still lacked the passwords needed to regain control of the network's Cisco Systems Inc. equipment. But the backbone network was operating normally, said Ron Vinson, DTIS chief administrative officer. The WAN connects computers in buildings throughout the city and car-

ries about 60% of the municipal government's traffic. Vinson said he couldn't predict when the problem would be fixed. "We feel very confident that we will have full access," he said. Vinson said the city is working with Cisco to repair the problem. If the hardware has been tampered with, replacement costs could easily reach \$250,000 be added

Harris said it's unknown why Childs allegedly tampered with the system. But a source familiar with the situation said the suspect's behavior had become erratic in the days leading up to his

San Francisco began rolling out the network about four years ago as a lesscostly alternative to leased data lines. The city has so far spent more than 33 million on the system. Vinson said the tampering was discovered several weeks ago during an assessment by a new security manager. If was a little unnerving to discover that this person had created

this fieldom of access to our

network." Vinson said.

Andrew Storms, director of security operations at security vendor nCircle Network Security Inc., said the city's IT managers may have been able to prevent the incident. "Some safety nets and best practices were probably overlooked if one person could have caused this much damage," he said.

Robert McMillan,
IDG News Service

DBA Gets Jail Time for Data Thefts

A FORMER database admin istrator at Certegy Check Services inc. who admitted that he stole and then sold the personal data of about 8.5 million consumers was sentenced to 57 months in prison by a federal judge in Florida this month.

in addition, the judge ordered William 8. Sullivan to pay almost \$4 million in rectitution to consumers victimized by the data thefts.

The rogue DBA's duties at Certegy included defining and enforcing data access rights.

Sullivan pleaded guilty to lelony fraud charges last Hovember, four months after the thefts were disclosed by Fidelity National information Services Inc., Certegy's sevent company.

According to court records, Sullivan stole a variety of personal data from the company's databases over a five-year period that started in February 2002. The information was sold to data brokers through an inrormadiary, which paid Sullren a test of \$500.000.

- JAIKUMAR VIJAYAN



SOFTWARE

SAP Forcing Support Upgrades on Customers

AP AG last week announced plans to "transition" all customers to its new enterprise-level support program as of Jan. 1, 2009. The change will provide some customers with increased levels of service but also make them pay higher fees.

The vendor said that its Enterprise Support offering unveiled in February and rolled out in May, will replace its Standard and Premium support options.

Some of the new features will be available to the transitioned customers immediately, but those users won't be charged the higher maintenance prices until Jan. 1, SAP added.

The prices will increase gradually from that point until 2012, when they reach the Enterprise Support list price of 22% of annual license fees. For example, a customer now paying 17% for standard support will see it rise to 18 3% in 2009 and then increase incrementally until 2012, the vendor said.

I'm not go-ing to tell you it's a good deal. . . . We don't e to pay more for anything. MIKE O'DELL, CHAIRMAN

AMERICAS' SAP USERS' BROUP I

Forrester Research Inc. analyst Ray Wang said in a report issued last week that the move was likely a response to competitive pressures from rivals like Oracle Corp. and a result of SAP's decision in April to cut its investment in the Business ByDemand suite of hosted ERP products. He noted that the latter action has "led to a major loss in notential revenue growth." Wang recommended that SAP customers begin evaluating third-party maintenance providers and start prodding SAP user groups to protest the increases. Mike O'Dell chairman of the Americas' SAP Users' Group, said that ASUG members convinced SAP to boost prices gradually. SAP initially planned to move customers to the 22% rate immediately said O'Dell who is CIO at Pacific Coast Companies Inc., a building materials maker in Rancho Cordova, Calif.

"We weren't successful in blocking it We would have liked to," he said. "We were able to get some concessions

"I'm not going to tell you it's a good deal. From my company's perspective, we don't like to pay more for anything," O'Dell added. Pacific Coast uses the Standard support program.

The new service includes "a 24/7 service-level agreement. continuous quality checks, a support advisory and advanced support for implementing SAP ERP enhancement packages and support packages," SAP

> - Chris Kanaracus, TDC News Service

Short

Even though its online services husiness unit incurred operating losses of SARR million

said that its fourthprofits rose more than St billion to S4.3 billion.

levied three new antitrust charges against The EC said the charges reinforce a complaint filed last year in which the chip maker was accused of abusing its dominant market position.

has promoted President Dirk Meyer to CEO. He replaces Hector Ruiz, AMD announced the move after reporting its seventh con secutive quarterly loss.

Correction

The vendor of thin clients being installed by Enter-prise Rent-A-Car Co. was correctly identified in a ory in the June 30/July 7 issue ("Environ Impact: IT Sees the Lig on Breen Computing"). The devices are mo

BUSINESS INTELLIGENCE

No Entry to SAP Site for Business Objects Users

SAP ACKNOWLEDGED last week that problems with an online support switchover for Business Objects customers had left many of the users unable to access its support portal.

Objects SA in January, shifted the business intelligence vendor's online product-support processes to its own system on July 7. But a substantial umber of users - nearly 209 by SAP's admission - hadn't received credentials for loos onto the support site as of last

John Sanzone, a Bl and data warehousing specialist at a large

IT services provider that he asked not be identified, said he had been trying without success to get a log-in for the support site since the changeo

This is not the service I was expecting," Sanzone said. A database administrator w works at a hospital in the U.S. and asked to be identified only as Wayne H. said SAP appar

ently sent a letter with the login information to a co-worker on the husiness side of his

organization. But she no longer works there, he said, adding, "This is just a mess."

Andy Cobbold, group vice president of plobal customer assurance at SAP, said the com pany didn't have e-mail records for some customers and tried to send their log-ins via regular mail. "Obviously, we'll be conducting a postmortem to make sure we learn lessons from this." Cobbold said

- CHRIS KANARACIIS IDG NEWS SERVICE



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GOVERNMENT IT

State Launches Project to Replace Sinking Data Center HE STATE of Tennes- has also started to sink into

HE STATE of Tennessee is relocating — at least partially — a data center located on an unstable landfill next to a railroad and downstream from a large dam that, according to the U.S. Army Corps of Engineers is at risk of falling



He did acknowledge that the Army Corps of Engineers hasn't given the state a clear indication of the likelihood of a break in the upstream Wolf Creek Dam on the Cumberland River in Jamestown, Ky. "They just don't know or won't say," Beneel said.

Allison Jarrett, a public affairs specialist at the Corps of Engineers, said the U.S. is spending about \$314 million to improve the dam. "We really have no concern that the dam is going to fail," she said.

- Patrick Thibodeau



The state this month began work on a new \$68 million data center 25 miles southeast of Nashville that will replace half of the at-risk 21-year-old, 70,000-squarefoot facility.

Officials had initially hoped to simultaneously hoped to simultaneously build two 35,000-square-foot data centers to replace the older facility, located near the Cumberland River in Nashville. However, budget shortfalls forced the state to build one data center at a time, said Tennessee CIO Mark Bengel.

Once the first new data center is completed by the end of the first quarter of 2009, the state will move "the most critical applications" there, Bengel said. The facility will also serve as a fail-over site, he said.

At that point, if budget conditions are favorable, the state hopes to immediately begin work on the second data center. It would be located about 25 to 30 miles from the first new facility.

from the first new facility. Bengel said there are foundation cracks in the current data center, which

Global Dispatches

Barclays Offshores 1,800 U.K. IT Jobs LOHDON - Barclays PLC last week disclosed plans to more

some 1,800 of its 2,800 U.K.based IT jobs to facilities in Singapore, Hungary and India over the next three years. The London-based financial

services firm said the move is part of an effort to "transform to a global organization." The low us to follow the san and be operational 24/7," It said.

Affected workers will get three months' notice and a 22,000 (\$4,000 U.S.) allow ance for retraining. These ing jobs can reapply for positions at the offshore facilitie. The move comes a year



In another legal blow to a federal judge ordered it to pay \$2.55 million to Novell Inc. for improperly collecting Umx Incersing revenue from Sun Microsystems Inc. Despite the activation glitches that marred the launch of the iPhone 36, said it sold 1 million of the devices in the first three days of sales.

Noyce and Gordon Moore incorporated Intel Corp., initially as NM Electronics Inc. The duo had obtained start-up funding with a one page business plan.

or Barciays had announces as to cut 1,100 jobs, includ IT support and paymentcessing positions, because the implementation of auto ted check-handling.

Lee King, Computerworld U.K.

Intel Launches Indian Online Mart

INCERT UNITE MEAT BANGALORE, India — Intol Corp. last week launched an online acchange to help small and midelze businesses in India purchase business software and acritica for use, with

The Intel Business Exchange for India, based here, will list products from Indiatessed and multicational ventors, said Marendra Bhander firector of Intel's Asia-Pacifipottware and solutions group Peter Emorya, managina change operation, said that in tel has set up similar operatio in China and Horth America over the past seven months.

IDG News Service

SMORT TAKES
Jackson Hz resigned last
week as chairman and CEO of
Halncha, Tailwar-based Units
Microelectrocic Corp. Hs ha
replaced company founder
Robert Taxon in 2006. Taxo
stapped down after he was
charped with Riegally Investic
in China. UMIC Oblef Financia
Officer Stan Hung will take
over as chairman, and COO
over as chairman, and COO









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Corporate IT Can Learn a Lot From Web 2.0 Coders



Companies can cut costs and boost productivity by focusing more on their users.

By Heather Havenstein

N JULY 14, Vahoo Inc.'s Flickr unit reported that the latest update to the photo-sharing Web site went live two days earlier with five changes made by two of its developers. The July 12 'deployment' was the 42nd new release in a week where 19 developers ander 735 changes.

Such constant tweaking
— called a "perpetual beta"
in the Weh 2.0 world — is
common for companies like
Sunnyvale, Calif-based
Flickr that build applications
for a consumer market that's
always in flux.

Quick, incremental updates, along with heavy user involvement, are key characteristics of an emerging software development paradigm championed by a new generation of Web 2.0

start-ups.

The new process, which some champions call "application development 2.0," contrasts markedly with the traditional corporate waterfall process that separates projects into several distinct phases, ranging from requirements to maintenance. Nonetheless, application development 2.0 could significantly cut development costs and improve software

quality if managers and developers are willing to make some hard changes.

"Sometimes enterprise organizations tend to look at these [Weh 2.0-focused] places and say they are not very disciplined," said Jefrey Hammond, an analyst at Forrester Research Inc.

at Forrester Research Inc.
"That is not the case. They
have huilt discipline into the
process that allows them to
he very reactive — a [good]
lesson for IT organizations."

Based on interviews with analysts and executives of Weh 2.0 firms, Computerworld compiled a list of five ways that corporate IT managers can henefit from Weh 2.0 development processes. Here they are:

Break the barrier between developers and end users, and involve users in quality assurance processes. Wesabe Inc., which runs a personal finance Web site, doesn't have a formal internal quality assurance group. Instead, the San Franciscohased company relies on users and founder and CEO Marc Hedlund.

Wesabe's developers work with users to come up with new features, and then Hedlund tests them before rolling them out to Wesabe.com.

Hedlund said that before launching Wesahe two years ago, he studied many of the common development techniques put into place by Weh 2.0 companies. He said he concluded that applications are inherently built better when developers are not insulated from the people who use their applications. Direct user complaints or compliments are far better motivators for developers than PowerPoint slides with har charts representing user desires.

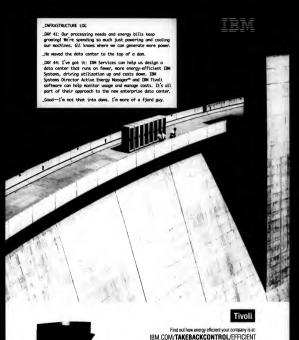
William Grihbons, director of the graduate program in human factors at Bentley College in Waltham, Mass., said that large companies can benefit financially by using Weh 2.0 techniques to develop applications for

employees. "Companies often think their linternall applications are different because they're used by employees [who] are compensated for the pain and suffering they are enduring," he said. That pain and suffering, however, can lead to increases in training costs and employee turnover and cut productivity— all a hit to the corpo-

Corporate development teams should focus on close interaction with internal users to gather requirements, and to create a controlled, systematic way to observe

rate bottom line.

Continued on page 14



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Continued from page 12 users interacting with prototypes, Gribbons suggested. -----

Keep it simple. Although many consumer-focused Web

2.0 applications may seem simple, that simplicity is usually the result of hard work by developers working hand-in-hand with users Stan Schmeder, a blog-

ger at Mashable, a social network that follows Web 2.0 companies noted in a post that developers have begun to understand that it's better to build a very simple service and then add APIs to provide complex services.

"Features. I've recently come to realize, can be obstacles, problems. The more powerful an application is, the more specialized it is. and thus with increased power, its intended audience shrinks," Schroeder wrote.

Many times, traditional enterprise IT shops will identify a need and develop multiple ways of meeting it when the user would be happy with just one way, Gribbons noted. But without constant interaction with users, developers are often unaware of the yearning for simple user interfaces.

→ Stick to the script. Web 2.0 companies are partial to dynamic scripting languages like Ruby, Python, Perl and PHP, finding them better choices for their projects than Sun's lava or Microsoft's .Net.

Forrester's Hammond noted that once developers become proficient in one of the dynamic languages, they can build new applications quickly - 30% to 40% faster than they could with Java or Net.

More than half of all North American developers are using scripting languages to some degree, according to a December survey by Evans Data Corp., a Santa

Cruz Calif research firm While more than half of those developers now use scripts less than 20% of the time both the total number of developers using scripting languages and the amount of time spent will likely increase over the next year, according to the Evans survey.

Release early and often. Wesabe, like Flickr. updates its site often. usually several times a day. The constant interaction with users provides Wesabe developers with almost immediate notification of bugs.

Hedlund noted. In addition, Wesabe and many other Web 2.0 companies run so-called shadow versions of their sites, which help determine how users respond to specific feature

updates. A report compiled by the shadow site could show, for example, how often users log off the site or whether the amount of financial information uploaded by users has dropped.

Recommended Reading Inc.'s Mixx.com social news site, which allows users to

Two years before nching Wesabe .. founder and CEO Marc Hedlund



submit and rank news items is also updated far more often than traditional IT applications - about once every week or two, said CEO Chris McGill.

In fact, "long term" for Mixx means a product road map that stretches out only six months, said McGill, who founded the McLean, Va., firm in 2007 after stints as general manager of Yahoo News and vice president of strategy at Gannett Co.'s USA Today newspaper.

The Mixx.com development team, which meets daily to discuss the previous day's work, uses the Scrum agile development method. Let the users, not the de-

velopers, determine new Top Internet companies like Amazon.com Inc. and Google Inc. release new features to small subsets of users and then compare their feedback to the experiences of control groups. The companies say the method provides much better validation for new features and products than customer surveys or even discussions between users and product managers.

Mixx.com hopes one day to follow the same process, McGill noted, adding that it has already moved to take advantage of a community formed by its users. Mivy uses the community as a "24/7 focus group" to bounce ideas off its memhers he added

SHIFTING OPINIONS

Although most large companies are unlikely to flock quickly to Web 2.0 development techniques - and some applications would not be a good fit for this methodology, observers acknowledged - some are starting to realize the merits of these new processes. That's the message of a July 1 survey of more than 1,300 developers that Glastonbury, Conn.based TopCoder Inc. conducted for Computerworld.

In the survey of developers taking part in a recent TopCoder online coding competition, an overwhelmingly majority (70%) of the respondents said that traditional corporate development teams could benefit from Web 2.0 techniques. specifically the incremental feature releases, quick user feedback loops and quality assurance programs that include users.

What's more, 57% of the respondents said that problem-solving and analytical skills will be key requirements for next-generation developers, while 18% cited the need to work with online communities, Meanwhile, 24% said that code generation is the key long-

range development skill. Gribbons said that corporate use of application development 2.0 techniques - especially the focus on the user - could be critical to reducing the number of IT development projects that are scrapped before completion

As he pointed out, "no other industry would accept a failure rate that we have in our industry."

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N THE SAME day last week that Federal Reserve Chairman a Ben Bernanke gave a gloomy assessment of the U.S. economy to members of a House committee, SAP AG announced plans to shift all of its users to a new support plan that will increase their software majeranore feet.

SAP's price increase (see story, page 8) isn't the only one users are facing, Oracle Corp. raised the list prices of some of its key products by I5% or more last month. And last week, Emerson Network Power hiked the price of some of its datacenter cooling and power systems by 5%, passing along the higher costs it's paying for raw materials. Such actions beet the outer.

Such actions beg the question: Are IT vendors out of

touch with reality?
As the economy goes
from bad to worse, many
IT managers are seeking
new terms and price breaks
from vendors, and some are
delaying planned hardware
upgrades and application
deployments. But judging
from interviews with nearly
a dozen IT managers, the
economic problems aren't
resulting in a buyer's market
for IT tust yet.

For instance, Phil Chuang, IT director at the home health care division of Sacramento-based Sutter Health, plans to seek priceductions from his technology suppliers as part of his negotiating strategy. However, he said, "I don't see vendors really changing their behavior at this point."

Chuang and other users said that vendors of TT equipment and applications that could easily be replaced with other products are likely to face particularly tough negotiations in the current economic climate.



Vendors to IT: No Economic Stimulus Packages For You

As the economic news gets bleaker, IT execs aren't getting many price breaks from vendors. And in some cases, prices are actually going up.

By Patrick Thibodeau

On the flip side, opensource vendors, softwareas-a-service (SaaS) providers and outsourcers could see new opportunities as users move to maintain or improve their IT capabilities while reining in costs.

while reining in costs.
IT exces also may put
some purchases on hold
while their companies ride
out the economic storm.
Chuang, for one, still has a
laptop refresh in his budget
for next year. But he said
the planned upgrade is low
on his priority list and may
well "slip" to alter time.

similarly, Tridel Corp.
CIO Ted Maulucci decided
to postpone the usual threeyear replacement cycle on
laptops at the Toronto-based
condominium builder this
year. The end-user performance gains don't justify an
upgrade during an economic
downturn, Maulucci said.

Matthew Kesner, chief technology officer at law firm Fenwick & West LLP in Mountain View, Calif., said the prices he's seeing from IT vendors "continue to go up, not down." That probably results partly from on-coine consolidation among

vendors of legal applications, Kesner added. "The big companies are getting bigger," giving them more leverage with users,

But like some of his peers, Kesner is considering a range of options. For instance, he's interested in the possibility of using an online service to help offload some of the 250TB of data that he now stores, although he said a compelling offering hasn't surfaced.

Some vendors are responding to the economic downturn, according to IT managers such as Greg Morrison, CIO at media conglomerate Cox Enterprises

Inc. in Atlanta.
"I'm not sure it's a buyer's
marker yet," Morrison said.
But he added that some of
the vendors he deals with
"are acknowledging the
difficult economic environment by proactively reaching out to customers with
cost-reduction suggestions."
Most of that activity is focused on maintenance costs,
as opposed to new product

sales, Morrison said.
Kevin Bott, CIO at Ryder
System Inc., a Miami-based
transportation and logistics
services provider, said that
IT pricing is "definitely
more in favor of the buyers"
now than it had been over

the past couple years.
"We're seeing bigger discounts than we normally see," Bott said, pointing to substantial savings on telecommunications costs as an example. But Bott, an SAP user, added that he's still paying "pretty hefty" software maintenance fees.

Guido Sacchi, CIO and senior vice president of corporate strategies at Compu-Credit Corp. in Atlanta, is another user who said he has seen vendors are showing a greater willingness to

work with him on pricing. But Sacch is also considering new technologies, including open-source and Google applications. And he has started piloting desktop virtualization software that he popes will arm him with better data about application usage at Compute-Cedit. If a particular app isn't getting the use it should, Sacchi plans to ask the vendor to lower its license fee.

Even in a tough economy, he said, "if you go back to the negotiating table, you better have data."



When your company is on one network, it can be truly flexible

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How Green Is Your UPS?

ERVERS, SWITCHES and routers certainly suck up a lot of electricity. But according to power engineers at Clevelandbased Eaton Corp., all that hardware actually accounts for less than a third of your data center's electricity demand. Your HVAC and power management systems gobble up the rest.

So, if you want to go green, moreefficient computer and network systems aren't enough.

One place to start is with your uninterruptible power supply, says Pedro Robredo, product line manager at Eaton's power quality division. He says the company's transformerless UPS 9395 825 kVA is more efficient because transformers squander kilowatts and take up a lot of real estate.

Fred Miller, another Eaton product line manager, says combining the Eaton claims its transformeriess UPS saves power and space.

UPS 9395 825 and its power distribution unit, which handles power loads for each rack of servers, can get you to 98,5% power efficiency.

Pricing is implementation-specific. An Engine for Ruby The hottest thing in software devel-

onment? It's not Web services. It's not Net. It's Ruby on Rails. Ruby is the open-source program-

ming language, Rails is the Rubybuilt open-source development framework. Combined, they make the most efficient development environment available, advocates assert. And it's hot enough for a Web hosting company to be dedicated to running applications built with it.

Engine Yard Inc. has a staff of 75 to run two data centers in North America hosting Ruby on Rails apps; another is being built in London. According to Lance Walley, CEO of the two-year-old start-up, developers are flocking to Ruby on Rails because it would take them more time to write apps in lava or .Net.

But why do Ruby on Rails applications deserve a special hosting

operation? Alas, Ruby has some deficiencies, Walley says. For example, it doesn't use computing resources as efficiently as other languages, so scaling apps can be a problem. But, he says. his data center crews are experts at scaling Ruby apps. Engine Yard specialists also



know how to test the stability of Puby on Rails anns with existing open-source tools. Their knowledge of the development environment can be critical. Walley says, because Ruby on Rails is poorly documented in many areas, such as interacting with apps written in Java or .Net.

A "slice" (CPU, memory, storage and such) of San Francisco-based Engine Yard's data center starts at \$399 per month.

Reduce App/OS Size

Lynn LeBlanc wants you to think emall

The CFO of FastScale Technology Inc. in Santa Clara, Calif., says there's no reason to load an entire operating system when an application will use just a fraction of its resources. With the FastScale Com poser Suite, you create dynamic application bundles, or DABs, that are up to 95% smaller than a full app/OS combination but give you all the functions you need.

FastScale's repository strips out the parts of the operating system your application doesn't need and provisions your servers accordingly. LeBlanc claims the process takes only a few minutes.

FastScale Version 2.1 supports Windows Server 2003 as well as Linux, and it can provision only those parts you need for a packaged app,

such as WebLogic. If a workload calls for a function that has been removed, FastScale is smart enough to grab it from the repository so it can execute. Pric ing starts at \$30,000. ■

Fujitsu recommends Windows Vista Business for business computing.

Fujitsu recommends Windows Vista Home Premium for personal computing.

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BSM: Converging IT and Business

Business Service

Management sets

a place for IT at the

business round table

OR DECADES, CIOs and senior IT managers have struggled to align IT with business strategies. Today, the pressure to do so is greater than ever Global competition, economic uncertainty, and increasing demand are intensifying the requirement that IT operate as a business reabler.

Searching for a strategy to unite IT and the business and thereby driving real growth while improving service, a growing number of CIDs are turning to Business Service Management (BSM). Certail to this strategy are the integration of IT management disciplines, process automation, and the use of business values to measured success. This comprehensive approach is delivering the level of services the dynamic business world Fouritier.

siness world requires.

To more deeply probe the emerging BSM environ-

ment, including its value proposition and core enabling projects, Computerworld teamed with CA and IDG Research to conduct a unique survey of BSM adoption in large organizations.

The survey results, which are available in a white pure and as a slide persentation (see download offer in bot below), paint a clear picture of BSM winning the hearts and minds of CIOs seeking to match the highest quality services with business needs, More important, BSM offers CIOs a clear path away from managing devices and applications as the main focus and toward orchestrating the management of all infrastructure components to support business services.

Specifically, two thirds of the Computerworld survey of 110 senior IT managers have either already adopted BSM or are planning to do so within the next 12 months. And while 'better alignment of IT and the business' was cited most often as the key driver of BSM adoption, half of the respondents cited the use of commonly accepted best practice standards within BSM as a key driver. These drivers include ITIL, COBIT and Six Siems.

and six signal.

Some of the more compelling findings of this research are presented in the chart below. Here we see the unique value proposition of BSM as it relates to specific business benefits first and foremost—benefits such as greater predictability, elevated end-user satisfaction, faster time to market, and of course optimal TT-business alignment.

ness alignment. Perhaps the greatest BSM benefit measurement lies in the often-clusive competitive advantage that many early adopters of BSM have realized. This advantage is gained not only from greater business agility and performance, but also from an IT convironment that is truly a means to an end. And that is the truest alignment of IT and the business.

Importance of BSM Benefits

Please rate the following benefit of BSM on their importance to your organization.

All part of 4th banes

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THE GRILL

Robert Madge

The Token Ring pioneer talks about his high-flying days, his company's collapse and how strengths can sometimes become weaknesses.

Does the name Robert Madge mean anything to you? It probably rings a bell, if a distant one. Madge was the founder of Madge Networks Inc., which in the late '90s was the market leader in Token Ring networking technology. The once high-flying company has since met the same fate as that of Token Ring itself: near oblivion.

Since leaving his namesake company in 2001, Madge has won acclaim in the field of RFID and tracking technology.

Dossier

Name: Robert Madge
Thick-President
Company: IDTrack
Location: Barrotona, Spain
Fewerite book: Tear of the
Oliviewides
Role mode: Bill Herwitet
Ank him to de anything but ...
"Decirity people."
Fewerite novewer was settlere:
Mountain hibting
Fewerite novewer beautime:

You left Madge Networks in 2001. Why? By 2001, the company had not succeeded in the attempts I had made to diversify. We had this very strong focus on

ed in the attempts I had made to diversify. We had this very strong focus on Token Ring local networking, which was a very successful strategy so long as people bought Token Ring. We made some attempts to diver-

We made some attempts to diversify. One was where we purchased a company, Lannet, that put us more into Ethernet and other local-area networking. Also, we invested heavily in Laynchronous Transfer Model exchnology. Those were completely different directions. And neither effort succher and the state of the succession of the theory of the state of the state of the characteristic of the state of the state range when we didn't have the same scale as many other players in the areas.

Also, the trend was moving away [from the question of] which was the underlying protocol to a focus on just Internet Protocol. So customers were choosing solutions based on it just heing an IP strategy.

The issue of the underlying strategy of Token Ring or Ethernet or anything else was starting to become much less relevant.

And at that point, Cisco was wery clearly hecoming the dominant IP supplier. We didn't have a router range, so we weren't a player in that game. And it was too late to diversify into a technology that was already established.

Continued on page 24

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The reason why I didn't see the writing on the wall when the best thing to do was to sell the company is probably the same reason why I built the company in the first place.

Continued from page 22

That explains the problems you were facing, but not why you left. Well, I oversaw the decline of the company, and I guess I was out of ideas. Token Ring was still playing pretty strong, but by the late '90s, the writing was on the wall and had been on the wall for a while. And then role extract to decline.

Two years later, in 2003, the company field for bankruptor protection. Any insights on that? I moved out completely, so I don't have any association with the management of the company. I had been running that company for I years, and I had taken it up, but unfortunately I had taken it up, but unfortunately I had taken it up, but unfortunately I had taken it down as well. I needed a clean break.

The company was restructured as Made Inc., and in 2006 was acquired by Network Technology in the U.K. and merged into that company's Ringdale arm under the Madge name. Were you concerned about their keeping that name? There are good and bad issues about naming a company after yourself. It made me that much more committed. It had my name on it, so of course I would be judged by the company. And that's what happened, even when I wasn't with the company. So obviously, if I was going to be completely detached. I'd rather it didn't carry my name. But that was not my option. The name was the property of the company.

In hindsight, was there anything you could have done differently that would have saved the company from the downside? With hindsight, I could always speculate, but I couldn't prove

always speculate, but I couldn't prove anything. But I'm sure I should have found ways for the company to do better than it did.

The fundamental issue was that we had success by focusing on one area of technology, and as that area of technology turned out to have a limited lifetime with on natural progression path, it was up to me and the other members of the management team to find a future path.

We clearly spent money in areas that didn't produce a return.

If you had stuck with a Tokon Ring-only strategy, do you think that would have prolonged the life of the company? No. We could, perhaps, have just dispersed cash to shareholders, but I don't think as a survival strategy just sticking with Token Ring was a viable option.

What isseed did you kann from the expeience with Madage Networks that might be applicable to IT professionals? I try to be objective. Although! I don't necessarily believe it emotionally, if you step hack and look at it, a logical move for a company whose technology is going into decline but has a customer base, and hustri been able to find a way to evolve the company, would be to make the properties of the properties of the propary. In hindsight, it would have been the lookical course.

Bid you make any attempt to do that?

No. To me, the company was very personal. I put my name on it, and I came from a culture where companies were for life. So I'm sure that emotionally, I wasn't in a good position to consider objectively whether it should be sold or not.

People's weaknesses and strengths are normally the same things. It all depends on the context whether they turn out to be strengths or weaknesses. The reason why I didn't see the writing on the wall when the best thing to do was to sell the company is probably the same reason why I built the company in the first place.

When you left in 2001, what did you do? I went and dug the garden. I didn't really start any new activity for a couple of years.

How did you make set financially? Net loss from Madge Networks. If you look at hin purely cash terms, I put quite a lot more money into Madge Networks han I ever got out. But that 's partly because at some point in time, I took some money out and invested it elsewhere and made more money. And the more money I made, I basically plot did to the loss of t

Were you financially secure when you left in 2001? Certainly not in the way I might have hoped.

- Interview by Don Tonnant



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Scot Finnie

Microsoft's Turning Point

ICROSOFT IS probably standing at its most important crossroads ever, just when Bill Gates is waving goodbye.

Well, actually, Microsoft has been missing

Gates for a long time.

Something happened after the 2004 antitrust ruling, both to the company and to its longtime visionary — call it a loss of focus. You have to wonder now whether Microsoft can get back to its old confident ways without its founder's guidance.

It's not that Gates was a brilliant programmer or even an uncanny tech prognosticator. His genius combined adherence to Microsoft's "own the platform" strategy, a fine appreciation of husiness and technical opportunities, impressive customer focus. and an unflinching willingness to own up to strategic mistakes and swiftly rectify them. For the most part, Gates' instincts and talents, along with excellent timing, have served Microsoft very well.

But somewhere along the way, something changed. After the antitrust ruling, Microsoft took a new tack, focusing mostly on larger TT customers at the expense of smaller companies and corporate end users. The company recled through the Windows Vista development cycle and dropped the hall on its internet search effort, MSN. It became something it had never been: a company focused on conserving its base and making shorterm profits, with no attention paid to charting a long-term strang as

ong-term strategy.
It's become stylish to
hash Microsoft. But 15
years ago, it was one of the
hest companies in tech.
Write its success off to
anticompetitive tactics if
you like, but I was there.
What was equally true was
that many of Microsoft's
big competitors — such
as IBM, Lotus and WordPerfect — missed the boat.

■ Yahoo is becoming Moby Dick to Microsoft's Ahab. Microsoft stayed focused on what customers wanted, and it continued to update its products with that in mind. Microsoft made products easier and more fun to use for what passed

for fun in those days).
Today, the company
has allowed that winning
formula to fall away. The
search business passed
Microsoft by, and Gates
missed his cue to rectify
the error.

Instead, Microsoft's decisions have been shortsighted: It has turned software antinizacy measures into a strategic initiative: it has delivered Web-hased "Live" products that require a program installed on the client; and its CEO. Steve Ballmer, has asserted that Linux infringed on Microsoft's intellectual property. These are not the hallmarks of a company leading the technology industry with strategic

vision.
So now Microsoft wants to buy Yahoo, badly?



Where was that kind of conviction in 2005? Deenpocketed Google has already won that war. (It's not by chance that it did so by iteratively refining its products to make them easier and more fun to use.) In the words of Ken Mingis, Computerworld's managing news editor. Yahoo is becoming Moby Dick to Microsoft's Ahab. While Ballmer and team are obsessed by the fish that got away - Internet search and ad sales -Google is slowly plotting its way into Microsoft's enterprise husiness.

Microsoft needs to get its mojo hack — to regain its customer focus. But it's not alone in failing to do so. The entire IT industry could use inspiration. Tweaking your software license to increase profits

is not innovation. And leadership isn't putting a stake in the ground with a promise of delivering a key new enterprise technology to box out smaller competitors. That's the very essence of shriveled, shortterm thinking.

IT customers expect an industry leader to do more than rest on its laurels. It's time for Microsoft and other hig IT vendors to ante up some big-time vision and R&D that delivers significant innovation. Anything less is just minding the store until the next leader arrives.

Scot Finnle is Computerworld's editor in chief. You can contact him at scot_ finnle@computer world.com.



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T HAS BEEN JUST over a year since the introduction of Version 3 of the IT Infrastructure Library (ITIL). The update to ITIL, a framework for best practices in IT service delivery, was intended to sharpen its focus and attract a new group of followers.

group to tollowers.
So did it? Well, yes and no. Early
adopters have mostly high praise for
ITIL Version 3. It is broader, deeper
and better organized, and users say
its "life cycle" approach to IT service
delivery is a major improvement over
Version 2's more narrow focus on dayto-day operations and its disjointed

collection of point prescriptions.

Still, not all users of Version 2 have rushed to adopt Version 3, which its

authors call a "refresh."

Many say they are happy with the older version of ITIL because they have patched its shortcomings with other methodologies and homegrown remedies. And, they say, a comprehensive adoption of any version of ITIL is a huge task, often requiring a major cultural change inside IT.

cultural change inside 11.

TITL was created in the late 1980s by an agency of the British government, now called the Office of Government Commerce (OGC), as a way to describe a systematic approach to the provisioning and management of IT services.

TITL became popular in Europe during the 1990s but didn't catch on in the U.S. until well after 2000.

ITIL was, and remains, literally a library of books, though the OGC also offers a raft of ITIL-related materials on its Web site.

Published in 2001, Version 2 focuses on two pillars of IT infrastructure and operations: service support and service delivery. It prescribes best practices for incident, change, capacity and configuration management. Using those best practices, companies found that they were able to improve and standardize their data center operations.

But important topics such as security, financial management, the relationship between IT services and business value, and links between ITIL and other process disciplines got only lip service, if that in ITIL v2.

And Version 2 tended to say what to do without specifying exactly how to

HOW TO GET MORE OUT OF

WITH

do it. Many companies liked that approach, saying it gave them freedom to adapt ITIL to their unique situations, but others complained that it left too much to the imagination.

In 2000, Microsoft Corp. put some of the "how to" into the Microsoft Operations Framework (MOF), its extension and enhancement of ITIL tailored to Microsoft IT environments.

VERSION 3 TO THE RESCUE

Version 3 sweeps aside many of those earlier criticisms. It is more specific as to how its advice might be carried out, turning v2's theories into specifics by including business-case examples and templates for capturing information. It also provides performance metrics and

wortflow examples.

"What v3 has done is integrate
ITIL's different components much
better," explains Robert Humphrey,
global process governance director at
Computer Sciences Corp. With the
introduction of the life-cycle model,
which covers strategy through design
through to continuous improvement,
ITIL provides a much more natural
Row," he says. "Now it gives equal im-

portance to all the elements."
ITIL v3 has expanded the concept
of IT service delivery from day-to-day
operations to five life-cycle phases
(each with its own guidebook): strategy, design, transition (which covers
implementation and change), operations and continual improvement.

And at the strategy end of things, v3 specifically invites the business manager into the process by asking IT to base the design, maintenance and evolution of IT services on the business objectives of the organization. ROI, business metrics and business benefits are covered in much preset edeal.

Evelyn Hubbert, an analyst at Forrester Research Inc., says v3 will accelerate the already rapid adoption of ITIL. She says that ITIL is here to stay in part because "there is nothing else." So is it time to get on the ITIL v3.

So is it time to get on the ITIL v3 bandwagon? Experienced users offer the following advice:

Bon't abandon your Version 2
offerts. Companies that have
patched and supplemented FFIL
v2 over the years may feel little

Advice from users who have been around the track.

urgency to use v3. Phyllis Drucker, director of consolidated services at AutoNation Inc., says the car retailer filled some gaps in v2 with Microsoft's MOF and some homegrown processes. The result is a "very robust" and integrated set of processes for change, capacity and service design manage-

ment, she says.

Will she scrap v2 and MOF? "No,"

Drucker says, "We'll lay v3 over our
processes and see if there are any gaps,"

Progress Energy Inc. has been working with 1T11. v2 for six years. "But there's still a lot we haven't implemented," says Sheri Cassidy, manager of process engineering services.

According to Cassidy, whose unofficial title is ITIL program manager. "To someone just getting into v3, I'd say don't view it as a replacement for v2; view it as a wrapper or a supplement."

she'll continue with v2 and some extracurricular efforts that were under way before v3s arrival but are now included in the refresh, such as a morp prescriptive approach to knowledge management, service catalog management, transition management, continuous improvement and templates for thines such as service-level aercrements.

Alan Claypool, manager of business applications for the city of Tampa, Fla, has been getting into ITIL v2 for the past I8 months. He's starting with mostly old legacy applications running on old legacy operational procedures.

"We have a framework for operations, and in many ways, it's successful," he says. "But it's noe a structured framework that can guarantee the quality of outcome each time and fallow us tol do continuous improvements."

to do continuous improvements. Claypood plans per further into v2 before going headlong into v3, but he before going headlong into v3, but he and his staff have already begon working their way through the v3 service strategy book. He explains. We started into design and realized we didn't have strategy book and outstrategy on soil ground, so we stepped bock into strategy. What's so mice about v3 is that it really takes you back to the basics of business, and then you design your service to meet those."

Do get started on v3. It's worth it.
Users say that the most important advance in v3 is its firm linkage of IT services to the



What are the ITIL v3 books, and what do they cost?

I may produce the month of the cost of

...) (\$170) 7 (\$170) (19) (\$170) 9 (See Expression 1.5170) 20 (See Expression 1.5170) (1.5) (2.5) (2.5) (3.5) (4.5)

Where can I get them?

Is there a user group?

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Where can I get ITIL training and support?

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GARY ANTHES

business side of the organization.

Hewhet-Packard Co. uses ITIL for is internal operations and the services it provides clients. David Cannon, IT service management practice principal at IPI and co-author of the Service of the Packard Cannon, IT with the Cannon of the Service to the extent v2 talked at all about return on investment, it was always in terms of cost savings, and that a focus on the cost of an IT service says nothing about the value of that service to the beatiness. That v5 focuses instead on the cost of the service instead on

Cannon says v3 helps match IT service costs not with "outputs," such as the number of invoices produced, but with "outcomes" — the value of improved cash flow, for instance, "V3 gives you a lot of guidelines as to how to break down your services, how to map them to outcomes and how to cost.

the services." he says.
Dale Ott, director of service management for Sarasota County Gowernment and Schools in Florida, says the best thing about the new ITIL is its expansion from service operations to include the phases of service design and rollout, as well as the linkages of those to the business. He said vb has already provided a new framework for professional control of the phase of the

"We can look at these and say, 'I don't think I really asked all the right questions before I launched this thing.' We have several things, like Vista and [Microsoft] Office '07, on the horizon, and how to do those well is what v3 offers us.' Ott says.

Look at the tools. AS LTII. has evolved, a variety of IT verdors have developed tools that support is premises. Tambi strength of the tool stays to the tool stays and the tool stays have a solowed by a lack of automatical elements such as a configuration management database. "Now," he says, "you can actually go out and buy a product that matches up with the ITII, structure." That helps tremendously."

Cassidy hails the better integration of topics in v3 and says that's aided by a similar advance in support tools.



urgency to use v3. Phyllis Drucker, director of consolidated services at AutoNation Inc., says the car retailer filled some gaps in v2 with Microsoft's MOF and some homegrown processes. The result is a "very robust" and integrated set of processes for change, capacity and service design management, she says.

Will she scrap v2 and MOF? "No," Drucker says. "We'll lay v3 over our processes and see if there are any gaps." Progress Energy Inc. has been working with TTIL v2 for six years. "But there's still a lot we haven't implemented," says Sheri Cassidy, manager of

process engineering services.

According to Cassidy, whose unofficial title is ITIL program manager,

"To someone just getting into v3, I'd say don't view it as a replacement for v2; view it as a wrapper or a supplement."

She'll continue with v2 and some extracurricular efforts that were under way before v3 arrival but are now included in the refresh, such as a more prescriptive approach to knowledge management, service catalog management, transition management, continuous improvement and templates for things such as service-level agreements.

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Look at the tools. As ITIL has evolved, a variety of IT vendoes have developed tools that support its premises. Tampa's Claypool says his early work with ITIL 'Q' was slowed by a lack of automated software to support vital elements such as a configuration management database. "Now," he says, "you can actually go out and buy a product that matches up with the ITIL structure. That helps tremendously."

Cassidy hails the better integration of topics in v3 and says that's aided by a similar advance in support tools.

GARY ANTHES

She says Progress Energy in August will begin using Service-now.com, a Web-based utility that supports ITIL v3 practices. "It has much more integration between different [ITIL] processes," Cassidy says. "You could be in problem management hut want to update a change ticket, and it's very seamless."

In fact, Cassidy challenges the mantra that companies going into ITIL should get their processes down pat before looking for tools that fit them. "We got into ITIL, and by our third year, we realized that our

year, we realized that our tools were not allowing usto do some of the things we wanted to do," she says. "In hindsight, we could have made much faster progress had we had better tools."

Propare for culture shock. "Our No.1 challenge is changing our culture," says the city of Tampa's Claypool. The difficulty, he says, lies in changing an IT mind-set that believes current practices are good enough when they could be much better.

In nearby Straton, Fla,
ITIL has been in place
eight years — long before it
gained popularity elsewhere
in the U.S. "Gartner didn't
even have it on the bypecycle chart in 2000," says
Boh Hanson, Clo for Sarastat County, Now the county has mastered the basics of
ITIL v2, but "it hasn't been
easy," Hanson says. "It's not
the process itself it's the
human side. The traditional me.

human side. The traditional model is that the IT person doesn't mind playing the hero role"—that is, swooping in to save the day when processes run amok. 'And ITIL usurps the hero role hy putting structure in place."

Hanson's advice: "You have to tell your people what's in it for them. Getting them out of hero mode does simplify their life in the long run."

Tampa is just getting started on ITIL but is not reaching out to pricey consultants. Says Claypool, "We are working with Sarasota County. We are looking at their processes and saying. 'County and city are pretty similar; let's just photocopy their processes and see if they are different from our own and should be tailored.'"

Don't expect to find everything in v3 - or like everything you find. Cassidy acknowledges that v3 doesn't do everything. For example, she says she failed to find information about how to set up an IT architecture review board. Cas-

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sidy also considers v3 to be weak in its treatment of project management. "It's mentioned in several of the v3 books, hut the integration between project management and the ITIL processes is still kind of squishy." she says.

While many people praise v3's hroader scope, at least one user is not impressed with the book on service strategy, a topic new to v3. "It's my per hate," says CSC's Humphrey. "There isn't a lot of process in there. It lacks the practicality you get in the more mature areas." Humphrey says v3 is weak in its

Humphrey says v3 is weak in its treatment of business continuity as well. "Unless you have sorted out husiness continuity, IT service continuity has no anchor." he says.

He adds that it also falls short on governance, but a coming supplement will better address linkages between ITIL and things like the audit-oriented Cobit (Control Objectives for Information and Related Technology).

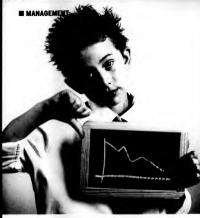
HP's Cannon says current work to enhance ITIL v3 — perhaps for a

Version 4 - is focused on expanding the framework's scope beyond data center operations to other areas of technology, such as telecommunications and mobile devices. That will become increasingly important as computing continues its long trend toward decentralization, be saws.

For example, a future version of ITIL could help an insurance company whose IT services include capturing and processing claims data and photographs from field agents via handhelds.

Cannon says the authors of v3 decided not to address specific technologies, such as IPOds, and adds that new, rapidly evolving processing approaches, such as service-oriented architectures, were also deliberately omitted. But that will change, V3 is intended to have a shelf life of eight to 10 years, but it will be accompanied over time by topic-specific "complementary guides," he says.

Sarasota County's Oft speculates that now that I'll. has been broadened to embrace business concepts more risportusly, it may be applicable even outside of I'll. to any situation where a ream of people is providing a service to customers. It could be applied in a call center, for example, and not just to those parts of the center that are strictuous of service in the U.S., "Or tags." I'll think this is a way to structurally put it hack in place?



Six Stupid Budget Tricks

Dumb but common monetary mistakes and how to avoid them. By Mary K. Pratt

IVEN the murky economic outlook, budgetary efficiency is an increasingly important part of every IT leader's job. In fact, according to "The State of Enterorise IT Budgets: 2008."

a March report from Gartner Inc., 75% of enterprises say improving the efficiency of IT

is a critical or high priority. Think you have the budget covered? So did many others, who nonetheless found themselves explaining missteps that cost hundreds of thousands — even millions — of dollars. Here are some of the things they learned not to do:

ALWAYS SAY YES.

Acceding to constant demands can send the budget spiraling out

of control, says Mike Gorsage, a partner and regional technology practice leader at Tatum LLC, an Atlantabased executive services and consulting firm.

Gorsage cites the case of a hospital where the CIO worked under a directive to fulfill all requests. "The senior executives told IT if someone needs something, just get it done." he says.

just get it done," he says.
As a result, planned projects accounted for about
10% of the \$100 million
budget, while unplanned
work sucked down a staggering 30%. And just over
60% went to maintenance.
Best-practices models indicate that 70% should be
spent on maintenance, 25%
on planned projects and
only 5% on unanticipated
demands, Gorsage says.

The tipping point came
when IT suffered a costly
failure on a big project — a
failure that stemmed from
all those helter-skelter projects, Gorsage says.
"Finally, the ClO and se-

nior management figured they had to put in strong governance, but it took six or seven months of pain to get that done," Gorsage says. The new rigorous approval and planning process brought the hospital's IT spending closer to that 75/25/5 split.

PLAN TO STOP SPEND-MO OWCE PROJECTS OO UNE. Underestimating the work needed after a project goes live is the No.1 problem with IT budgets, says Ken Gabriel, a partner and global lead for the ERP advisory unit at KPMG International, a global network of professional services firm.

It can leave companies with budget overruns of up to 20%, he says — hardly pocket change when projects cost millions of dollars.

Cabriel worked with one utility company that realized just two weeks before the completion of its new \$200 million SAP implementation that it hadn't budgeted for postdelivery needs such as working out bugs and training staffers

"They had planned to get rid of consultants that day furbon it went livel and they realized that it wasn't going to be possible," Gabriel says,

IT leaders had to ask the board for \$2 million to bring back about 15 consultants and cover the costs of the 20 internal IT folks needed for that postproject work.

PLAN AND SPEND LOCALLY, Local control guarantees that local needs are met. but it adds significant costs to the bottom line. Just ask Randy Headrick, director of communications and information and CIO for the Air National Guard (ANG) at Andrews Air Force Base in Maryland.

Headrick says the ANG didn't have a central budget or procurement process for its IT network, so buying decisions were left up to individuals at each of its 88 bases and 250 smaller units. We were heading toward a network that wasn't con-

gruent," Headrick says. It was also becoming increasingly costly.

Since he centralized budgeting and procurement in 2007. Headrick has been getting better volume prices He also has a more secure infrastructure that's easier and cheaper to maintain because components are standardized. The ANG is spending about 30% less for the same capacity than it did under the distributed process.

"We have a stronger, more secure, more robust, more

current network, and it's not costing us as much money." Headrick says.

DON'T PLAN FOR BUSINESS INTELLI-GENCE OR REPORTING. "People under-

budget BI and reporting needs. They focus on the processes, and they think they can get back to the reporting," says John Larkin. a former CIO who's now a

resources, but they failed to consider that they were tied up on implementing the new system. As a result, the comnany had to spend \$600,000 on consultants to handle the BI and reporting requirements, Larkin save

"It's hard to get a major project like FRP justified. so there's a bias toward assuming that the internal resources can do more than they can," be warns.

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partner at TPP Global Services LLC, a consultancy in Westwood, Mass. He once worked with a

company undergoing a \$3 million ERP implementation that also called for operational control-type reporting and dashboards for operational monitoring. Project leaders assumed

that the bulk of that work could be done by internal

BANK ON BIG SAVINGS FROM OVERSEAS OUTsourcing, Many in IT have yet to learn that there's a limit to the savings offshore outsourcing can really deliver, so they set unrealistic expectations, relying on inflated fig-

ures or best-case scenarios that are too good to be true.

Larkin says he worked with one midsize company that had based its IT budget on expectations of a whonnine 60% savines from sending application and

maintenance work to India When the actual sayings turned out to be 20% to 30% the IT execs were left scrambling to squeeze money from other places to cover budget overruns.

"Clearly getting an experienced adviser, getting benchmarks and talking to others could help get more accurate numbers." Larkin

DON'T CONSULT: ASSUME. Even if your budget smarts are ton-notch, other company leaders can cause you trouble.

When a handful of executives devised a plan to expand Denver-based Frontier Airlines Inc. by adding a new regional airline, the group decided to keep its plans quiet, says Bob Rapp. who was the company's vice president and CIO in 2006. So the group didn't consult with Rapp, who reported to the chief financial officer until after the board had approved the project and its financing. That's when Rapp saw that the technology assumptions were way off.

The plan didn't include an industry-specific system operations control center. a Federal Aviation Administration requirement for the new division. The cost: About \$1 million to build the facility and then another \$I million per year to operate it, according to Rapp.

Thereafter, he began reporting directly to the CEO to help prevent similar over-

sights. Pratt is a Computerworld contributing writer in Waltham, Mass. Contact her at marykpratt@verizon.net.









soulon pewers the Atlas Kinetic. 1 500



One state of the P-Per is a continue, the other than a priviley messaging internace.

Meet Tomorrow's Mobile Phones

Old Ma Bell would hardly recognize these futuristic upstarts. **By Brian Nadel**Nokia Corn.'s **Moro**h is technology, the phone

ter approach to designing mobile phones could disappear in the next few years as designers get more daring and more personal. "All phones today do the

hasics well," says Shiv Bakhshi, an analyst at research firm IDC. "But that won't be enough in the future."

We asked a dozen designers and industry leaders to predict how mobile phones will change and to guess when the technology behind the new concepts will be available.

Here are some concept phones, which, like concept cars, are meant to demonstrate new ideas, not serve as prototypes of actual soon-to-be-released devices. Nokia Corp.'s Morph is made of flexible materials change its personality to better simic the suppleness of spider's silk. It is designed to, well, morph between what looks like a traditional mobile phone and



Research Center in Ruobolahri Finland

The phone's electronics are expected to be so small that they'll be invisible to the naked eye. This will let designers make the phone

transparent, Ryhanen says. The Morph could also belo you live more healthfully. says Nokia An array of microscopic sensors could measure environmental hazards. such as carbon dioxide levels or sense a diabetic's blood-

sugar balance. ■ TECHNOLOGY TIMELINE Seven to 15 years

Created by Massimo Marrazzo of Turin, Italy-based design firm Biodomotica, the **Handphone** has a microphone shaped like a ring that slips on the end of your pinky. The speaker is on another ring that slips on your thumb, and a circular phone controller and radio sit on

Anyone who has ever motioned toward his mouth and ear with outstretched pinky and thumb to imitate making a call will know how to use Handphone. "The gesture is natural for

the back of your hand, held

on by elastic string.

people," says Marrazzo, By definition, Handphone is not hands-free, but dialing, picking up and hanging up can be done with voiceactivated controls. TECHNOLOGY TIME! INC.

callable now

The P-Per is a thin device that looks like two iPhones glued together. "It has a [touch] screen on each of its two sides," says Karole Ye of independent design firm Chocolate Agency, in Shenzhen, China. "Mobile phone and messaging are on one, and a camera on the other." ■ TECHNOLOGY TIMELINE: Three or four years

Istanbul, Turkey-based designer Emir Rifat Isik's ket phone is a foldable

device that's about a centimeter thick and just 5 centimeters (about 2 inches) square when it's folded up.

"The idea was to put all the possible functions in the smallest area and make them easy to use," says Isik.

If you fold open the top and bottom squares, the Packet looks like a traditional mands. For instance, you

be by touching the screens." savs Isik.

HMOLOGY ISMELINE A couple of years ----

James Scott, a researcher at Microsoft Research Cambridge in England, is developing a phone with force so that hand actions like

sensors embedded at corners stretching, squeezing and bending can be used as com-

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flip phone with a speaker and screen at the top, a microphone at the bottom and a dial pad in the middle. If you want to type an

e-mail or surf the Web, you fold open the two sides to create a cross-shaped smart phone. There's a split keyboard at the sides, a pointer at the center and a screen at the top. "All interaction will could turn the phone on and off by squeezing or pulling it, or advance a Web page by twisting the device. One of the advantages

of this technology is that it saves space because there's no need for push buttons, Scott says. That leaves more room for the screen TECHNOLOGY TIMELINE

A decade, if the research name out

How would you like a phone that doesn't run our of power - or at least can run much longer than current phones without being recharged?

Ricardo Bajao of Lisbon Portugal, who works for Cincinnati-based Designer-ID is taking an interesting approach to developing such a device. His Atlas Kinetic concept phone will draw power from the motions the user makes while walking, running or even sitting down.

Like the self-winding watches of the 1960s, it has built-in weights, rotors and springs that generate power whenever it's shaken or moved. That power runs a generator that charges the battery.

A number of other creative approaches to powering phones are also emerging. For instance, Apple recently received a patent for a unique solar-powered phone. The device's screen would generate power with invisible photovoltaic lavers that would gather the sun's light - or a room's artificial lighting

TECHNOLOGY TIMELINE:

The designs of the phones of tomorrow are limited only by the imaginations of today's developers, who are constantly looking for new and innovative ways to put together the necessary software and hardware.

"Big improvements in phone technology are coming," IDC's Bakhshi says. "What you can imagine today will be possible on a cell phone tomorrow." Nadel is a freelance writer based near New York and is the former editor in chief of Mobile Computing & Communications magazine.

For Once. Some Incontestable ROI

Return on investment can be elusive in infosec. But a disaster averted is a blessing in disguise.

PTURN ON investment can be tough to calculate in the realm of information security. Usually, you can't do much more than point to some "soft" ROL such as an improved security posture for the company or the marketing advantage of being able to tout how secure your products are. So. I think any security manager would feel good

about hitting the ROI jack-

The investment in this

prevention infrastructure.

which we rely on for de-

tecting attempts to send

property out of the com-

pany. For a while, the tech-

nology was hit-or-miss for

us; as with any intrusion-

detection software, this

technology is prone to

false positives until it's

result in the "boy who

cried wolf" syndrome.

tuned properly. That can

The return on this in-

vestment came when one

of my analysts picked up

an indication that one of

our employees was send-

any of our intellectual

pot, as we recently did.

case was our data leak

tion worked in one of our Southeast Asian offices, A large portion of our customer base is in Asia, making this potential breach even more significant.

When we have an indication of attempted theft of intellectual property, we immediately begin to journal the suspect's e-mail and review the data stored in his PC's home directory.

just what I need as I seek more security investments.

ing a company service manual to his personal Web-based e-mail account. Our service manuals (many are in PDF form) are among the crown iewels of our intellectual property. Approximately 35% of our overall revenue comes from servicing the equipment we sell, and our technicians rely on our service manuals when they conduct the various calibrations and measurements related to the proper operation of our tools.

The employee in ques-

■ Evidence of solid. hard-dollar ROI is

Trouble **Ticket**

ISSUE: An attempter theft of intellectual property could have cost the company millions

ACTION DI AN-1 mm age the incident for m curity investments

competitors to offer service to its customers as mell

All these plans were nipped in the bud. And it's clear that wouldn't have happened if not for the data leak prevention tool. The ROI in this case? Our calculations showed that we stood to lose several million dollars per year in revenue if the employee's plan had gotten off the ground. Our initial investment? About \$200,000. including the salary of a full-time analyst.

That sort of solid, harddollar ROI is just what I need as I seek more investments. I can now go to my C-level managere and show them the direct

value likely to

implementing

rights manage-

many of our company's technicians to work for MORE EVIDENCE The plot thickened

We have no interest in

personal e-mails or data

and to narrow down the

search, we look for match-

es of keywords or certain

worrisome, indeed. We

found (with the help of

an interpreter, since ev-

erything was written in a

language none of my team

speaks) a presentation for

business plan was to offer

service to our customers at

a discounted rate. In addi-

tion, several e-mails sug-

gested he planned to lure

attracting investors. His

What we turned up was

document types.

when we looked at the employee's instant messaging traffic. (Employees are informed that their instant messages may be monitored every time they log on.) There were several messages between him and a couple of other employees he was apparently partnering with. And one of their conversations mentioned attempting to partner with one of our

be derived from ment for our service manuals. You might remember that I implemented Micro-

ago, but it can't be used to protect Adobe PDF files. Yes, it's definitely an ROI jackpot. I'll let you know whether I get the payoff in the end. This week's journal is written by a real security manover, "Mathias Thurman."

soft Rights Management

Software a couple of years

whose name and employer have been disguised for obvious reasons. Contact him at mathias_thurman@ yahoo.com.

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Bart Perkins

Management Ducks

UCKS ARE subpar employees who contribute little to an organization's productivity. My recent column "TI Full of Ducks?" generated many responses from readers reporting ducks in management positions. Ducks are indeed found at all levels of an organization, but ducks in management (DIM) are the very worst kind.

DIMs can do big damage in the following ways: Wasting time. Since they frequently aren't very bright, DIMs often want to revisit issues that others consider closed. Like Dilbert's boss, they have endless questions and call content-free meetings.

Squandering resources.
Rather than attempting to do a few things well,
DIMs often initiate numerous ill-conceived projects that consume significant financial and employee resources. This defocuses (and frustrates) the organization.

Decreasing effective

communication. DIMs often alienate their peers, customers and suppliers, which can significantly damage communication (and cooperation) among organizations. In addition, they frequently blame the bearer of bad news, which can result in fewer prob-

lems being addressed.

Damaging your reputation.

Employees and peers lose respect for managers who do not spot (and address)

DIMs.

De-motivating people. Star employees perform best for people they respect: they hate working for DIMs. Stars always have employment options: many will choose to leave rather than work for a DIM. And it doesn't take employees long to determine their manager's duck rating. (It took my daughter only two days to spot a fifth grade Teacher Duck.) Don't let DIMs drive stars out of your organization!

Unfortunately, it is often difficult for senior management to identify DIMs. It can be problematic to determine whether management objectives have actually been met, since many objectives lack explicit metrics. Moreover, management objectives management objectives making it hand to meet the often strict HR criteria for firing employees.

Stars always have employment options; many will choose to leave rather than work for a duck. And there are additional

Source of the secondary of the secondar

managers are expected to be able to operate independently, against broad objectives. As a result, many executives have limited day-to-day contact with subordinates, letting DIMs fly under the radar.

■ Many performance management systems are ineffective, valuing timeliness of submissions rather than thorough investigation and evaluation of per-

Senior executives are sometimes reluctant to shoot subordinate management ducks, because it would take too much time and effort to hire a replacement. HR often requires painful levels of scrutiny and consensus when filling



highly compensated management positions.

A comprehensive perfor-

mance evaluation process provides an effective way to locate ducks. A 360degree review process combines feedback from an employee's peers, subordinates and manager(s). Some organizations include input from customers, acknowledged stars and other stakeholders. For information on 360-degree reviews, see Wikipedia and the U.S. Office of Personnel Management (www. opm.gov). If you can't get rid of DIMs easily, assign them performance objectives they are unlikely to meet, (Most DIMs can't tell the difference)

It's critical to identify, eliminate and replace DIMs before they do irreparable damage. Corporate downsizing and outsourcing efforts have placed many good managers back on the market (negating the assumption that unemployed managers are ducks). Don't tolerate ducks at any level, especially in management.

Search for competent re-

placements ASAP. Meanwhile, develop internal support for shooting your management ducks. Use a 360-degree review to get your gun into position, then take aim, and fire! # Bart Parkins is managing partner at Louisville, Kybased Leverage partners Inc., which helps organizations invest well in IT. Contact him at BartParkins@

LeveragePartners.com.

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EMPLOYMENT OUTLOOK

This name has touted the estimate from the U.S. Bureau of L. tics that "computer and mathematical occupations" will see 16% growth in employment between 2006 and 2016. The spring issue of the pational Outlook Quarterly breaks that down into some specific inb categories. The breakdown shows that the overall average could have been higher, but it was held down primarily by non-computer-relat ed classifications, such as "statistician." But it wasn't all good news for computer-related jobs. The ranks of programmers are expected to drop by 18,000 during the decade, According to the BLS, "Advancements in the software development process, the offshoring of jobs and other workers' ability to do some programming" will contribute to that decline



ASK A PREMIER 100 I FADER

Dale Christian



The CIO at Avanade Inc. in

Seattle answers questions about communicating with the

boss and making the most of a degree in infosec. The division of the IT depart-

ent I work in lost a few emrees due to attrition last ar, and rather than replac those people, management has distributed the workload to me and others. I'm now working 60-plus hours a week, including occasional ekends, and I'm getting burnt out. Do you have any suppostions on how I can apreach my supervisor about this? Approach the situation from your supervisor's point of view. She probably doesn't want her team working 60-hour weeks and real izes that it's not a healthy or viable situation. However,

she's likely under pressure from management to keep costs down and doesn't have a strong case to justify hiring more people.

So make a case for her. First, document the problem objectively: Write down the tasks you are expected to perform and how long it takes to do each one - each day, week, month or quarter. Next, use that list as a basis for discussion: Are there tasks that you can drop, service levels that can be relaxed or efficiencies you can find? You might be able to slim your

job down just by focusing on the essentials. Or you might convince her that more people are needed on your team. In that case, give your supervisor the facts to take the case to her

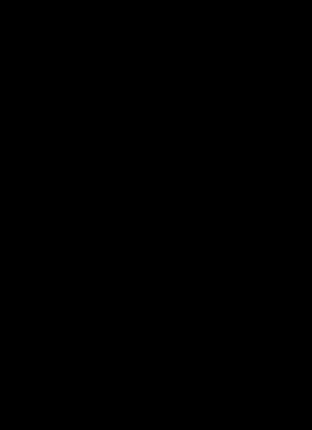
manager. Help her develop a similar

list for the rest of your workgroup. laving out what services the team delivers to the company and what resources - people hardware. software, etc. - are needed to meet those expectations. Then management can decide whether it's worth hiring more people or reducing the services your group provides.

I have a fresh bachelor's degree in information security. a certification in computer networking, eight years in PC troublesheeting mainte ce and repair, two years ternet help desk, and two in PDA and BlackBerry sup-

port. I am fr into the IT field full e. Most hiring as want me fo the help desk only What would you

suppost? Call mel Se riously, security skills are valuable. The challenge is that security roles tend to demand deep experience, so you should look for entry-level positions in operations (also called Tier 2 support, production manage ment, systems administration or infrastructure engineering) that will give you hands-on experience in the production infrastructure. Supporting servers, networks and applications will put you in a good position to grow directly in that area. It will also give you opportunities to practice and deepen your experience and move into a security role when the time is right. Good luck!



Percentage of female middle managers who aspire to be prosition compared with

moted to a senior management position compared with the number of male middle managers with a similar goal. Moreover only 22% of women aspire to Clevel positions, compared with 31% of men. The most common response from women to the contract of the latest these settles to achieve asked for the 70% of

EMPLOYMENT OUTLOOK

Zooming In

The sage has trained the estimate from the U.S. Buseau of Labor Statistics That Compare and mathematical concupations" will see the forgrowth or employment between 2006 and 2016. The spring rease of the Concupational Mode Counterly breads the 1006 and 2016. The spring rease of the Concupational Mode Counterly breads the 1006 and 2016. The spring rease of the post of the 1006 and 1006 and

employment	2006-16	
	Humorie	Percentage
435,000	-18,000	-4%
Computer scientists at 542,000	700,000	ministrators: 37°°0
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Computer & Company 1000	105,000	ems administrators: 18ºo
994,000	7111: 100,000	29%

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<u>Dale</u> Christian



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The division of the IT department I work in lost a few employees due to attrition last year, and rather than replace se people, management has distributed the workload to me and others. I'm now working 60-plus hours a week, including occasional weekends, and I'm getting burnt out. Do you have any suggestions on how I can approach my supervisor about this? Approach the situation from your supervisor's point of view. She probably doesn't want her team working 60-hour weeks and real rzesthat it's not a bealthy or viable.

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services your group provides.

I have a fresh bachelor's degree in information security, a certification in computer networking, eight years in PC troubleshooting maintenance and repair, two years in Internet help desk, and two in PDA and BlackBerry sup-

port. I am finding it difficult to break into the IT field full time. Most hiring firms want me for the help desk only. What would you

suggest? Call mel Senously, security skills are valuable. The challenge is that security roles tend to demand deep experience. so you should look for entry-level positions in operations (also called Tier 2 support production management systems administration or infrastructure engineering) that will give you hands-on expenence in the production infrastructure Supporting servers, networks and applications will pul you in a good position to grow directly in that area. It will also give you opportunities to pracfice and deepen your experience and move into a security role when the time is not.t Good luck!

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SharkTank

Buh-bye!

It's almost noon, and this pilot fish is leaving his dentist's office after a particularly traumatic root canal when his BlackBerry vibrates, "It's a message from a longtime friend, the VP to whom I reported before his discharge the week before," fish says. "His sudden departure was part of the usual aftermath of a forced sale of the company during involuntary bankruptcy. The message text: 'Check your e-mail when you get a chance." When I finally get home and look at my company in-box. I find a forwarded note from the HR departm with the subject 'Approval required: Involuntary termina tion,' Because nobody had

removed his e-mail account, nor removed him from the approval chain for HR actions, he received a 'Click here to authorize terminating this employee with less than 26 hours' motice message. The company had absolutely had been zapped - the only person on the orgo chart who could have transmitted this happy news to me had been rendered dead beef a week before."

Priorities Flashback to August 2003.

when the biggest blackout in American history strikes the northeastern U.S. "Power went out in the afternoon, and the UPS and generator kicked in just as they were supposed to," says this pilot fish on the job. "Everything in the data center kept humming along. But the next morning, I received a call that the generator didn't have enough fuel to last through the day.

fuel to last through the day, and no one knew how long it would be before power was restored. I made the decision to make an orderly shutdown of all the servers rather than risk them just losing power suddenly. The following Monday, down came the hammer: "Why did you shut us down for an entire day?" The shipping and warehouse operations on the West Coast were so upset they could not use e-mail or the Internet that they forgot they couldn't use the ERP. I think next time, I'll just let the power drop and see how they like that recovery."

That Must Be It User's phone goes silent - probably because his line has been "recycled in the

course of moving people and desks in his office," says a pliot fish who works close by. "The outside service provider's SLA on installing new lines is more important than that about providing service to existing lines," fish grumbles. "An incident ticket was created. A few days later. his phone was still dead, but the ticket proved to be closed The resolution? Technician reported phone was fixed. I called the user and heard the ring tone, so OK, User did not pick up phone, probably at the coffee machine." Use your coffee break to send

Sharky a true tale of IT life at sharky@computerworld.com. You'll snag a snazzy Shark shirt if I use it.

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64	.20
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Percustive Computer Systems Inc.	
Intel Business Euchange for India	10
best Cosp	4,10
60	.30
KPM) international	.32
Larnet Co	.22
Leverage Partners Inc	
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Market	14
Microsoft Corp	.14.
28,29	.36
Microsoft Research Cambridge	. 30
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Frankly speaking Frank Hayes

Who Pays?

HAT DO YOU DO when a network administrator goes bad? That's the question IT staffers for the city of San Francisco are facing this week. One of their own, a net admin named Terry Childs, was arrested for sabotaging the city government's new fiber backbone network (see story, page 6).

Now he's in jail. But he's not the only one who will pay the price.

pay the price.
Until recently, Childs
was well regarded in his
IT shop. But last month,
that all began to unravel.
On June 20, Childs reportedly went after the IT
department's newly hired
head of security, chasing
her with a camera until
she locked herself in an
office to escape.

office to escape.

The security chief was auditing who had pass-word access to the new network. According to the San Francisco Chronicle, that audit soon turned up the fact that Chidis had changed passwords so that only he had administrative access to the network. Childs also reportedly installed software to monitor his managers' e-mails related to his job performance.

Childs was suspended on July 9 for insubordination. When police asked Childs for the passwords, first he gave them phony information, then he refused to divulge the real passwords. On July 14, Childs was arrested for fel-

ony computer tampering.
Because prosecutors feared for the security of law enforcement documents, jail inmate bookings, payroll files and other city, Childs was jailed with bail set at a whopping \$5 million.

To date, Childs hasn't explained why he allegedly locked up the network — and he hasn't coughed up the passwords.

Meanwhile, his coworkers are now facing the possibility of having to rebuild the network and verify everything stored on it — about 60% of all government data in San Francisco.

■ Childs hasn't explained why he allegedly locked up the network – and he hasn't coughed up the passwords.

Oh, and also having to live under a cloud for as long as they work in that IT shop. Because someone in their department was trusted too much, they'll be distrusted. By users, managers — and

one another.

Is that fair? Of course
not. They're not the ones
who sabotaged the network and created a huge
mess. They're not the
ones who should have
acted more quickly and
effectively when it looked
like there was a problem
employee on the loose.

But they're the ones who'll pay. So what to do in the wake of that net admin gone bad? First, there's the fiber backbone to unlock and sanitize, or rebuild if necessary. Then, no doubt, new technology and new layers of auditing

will be added to increase security scrutiny. That's important, but it's not enough. Childs was able to lock up the



network because he was, in effect, a one-man show. Setting up a team structure for network administration, in which team members cross-train and rotate through one another's jobs, would make such an occurrence much less likely. It would also help avoid problems when a net admin doesn't go rogue, but gets hit by a bus instead.

No lone wolves. No bottlenecks. Nobody who's indispensable.

Cross-trained teams also make it easy for managers to act swiftly when an employee turns into a problem — there's no hesitation because of worrying about how be'll be immediately replaced. And teams help foster a culture of security; they police themselves in ways no security audit can.

What teams can't do is restore what Terry Childs stripped from his coworkers: the respect and trust of the people who depend on them.

The estimate for rebuilding San Francisco's fiber backbone, if it comes to that, is eight weeks.

But rebuilding respect and trust for San Francisco's IT department? That could take years. Frank Hayee is Computerworld's senior news columnist. Contact him at frank_hayes@computerworld.com.



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